



**Building Occupancy Business Line
FISCAL YEAR 2001 – 2005 PLAN**

Executive Summary

Mission: The mission of this business line is to provide a safe and healthy working environment through the operations and maintenance of the DOE Headquarters facilities to optimize the satisfaction of the occupying organizations, at the lowest possible price.

Vision: Be the premier provider of customer-friendly, technology-integrated business center for Headquarters (HQ) facilities services and real property asset management that uses environmentally responsible products and management processes in strategic support of DOE's mission.

Balance Score Card Objectives:

- **Customers:** Improve customer satisfaction
- **Financials:** Reduce cost per person
- **Internal Processes:** Operate and maintain equipment and systems in a manner that will provide for orderly operations of the Department, be environmentally responsible, and ensure preservation of the Government's real property assets.
- **Learning and Growth:** Improve knowledge, skills and abilities of business line staff in support of business systems and business line mission

FY 2000 Accomplishments:

- Renovated two new secure facilities for the Office of Counter-Intelligence and Office of Defense Programs.
- Upgraded conference room 5E-069 and 6th Floor Snack Bar.
- Upgraded Central Alarm Station.
- Installed Pop-up barriers at garage entrances and loading dock ramp.
- Repaired and waterproofed concrete ceiling in Forrestal Garage.
- Eliminated 48 of 112 barriers to persons with disabilities at Forrestal and Germantown.
- Re-competed lease at 20300 Century Blvd. through GSA.
- Constructed a new chiller plant, which utilizes a non-CFC refrigerant for Germantown.
- Completed design to install new 1750kw diesel generator system for Germantown.

FY2001 Accomplishments:

- Renovated and upgraded Conference Rooms A-453 and 6E-069, as well as the 4th Floor Snack Bar.
- Eliminated 13 of 112 barriers to persons with disabilities. (Total to date: 61 of 112 barriers eliminated)
- Installed energy efficient fragment retention film on all the windows of the Forrestal Building.
- Will retrofit/upgrade all vertical blinds at Forrestal.
- Awarded contract to install 1750 KW diesel generator system for Germantown.
- Replaced/upgraded all dry type electrical transformers at Germantown.
- Reduced rent at Forrestal by \$6M. \$3M in savings returned to the customers. \$3M used to initiate infrastructure improvement program.

Introduction

The Building Occupancy Business Line provides operations and maintenance of DOE buildings, energy management, cleaning, fire protection, safety and health, repairs and alterations, resource management and space assignment and utilization.

The core services in the Building Occupancy Business Line, therefore, include space management, provision of utilities such as heat and electricity, cleaning services, snow removal, preventative and restorative maintenance, pest control, trash removal, and waste recycling. Engineering and facilities services provided are drafting, architectural and interior design, construction, value engineering, lock repair and key management, safety and occupational health, and conference support. These services are provided at a standard level of service and an above standard level of service. The standard level of service is to provide the basics of a safe, warm, and adequately lit shell. Renovations within a suite of offices for the benefit of the program office are considered to be above standard level of services and are paid for accordingly.

The Building Occupancy Business Line is dedicated to mandatory vendors, such as the Javits, Wagner, O' Day Act (JWOD)—the National Institute of the Blind (NIB), the National Institute of Severely Handicapped (NISH), and the General Services Administration (GSA). The Business Line also supports economically and socially disadvantaged firms, such as the 8(a) and Small Disadvantaged (SDB) firms in the Small Business Administration (SBA) program.

Planning Process

Our objectives for improving business line performance are in line with those of MA and the WCF and support the Department's strategic objectives in Corporate Management. MA objectives are to provide the DOE with the best value and with quality products and management services. The WCF objectives are to improve the efficiency of DOE administrative services and to provide accurate full-cost budgets. Each year the business line updates its five-year plan using a balanced scorecard approach with objectives, performance goals to measure our success, and strategies to reach our objectives. We report progress towards these balanced scorecard objectives to the WCF Board on a quarterly and annual basis.

In addition, each year business line managers participate in a weeklong planning session with their peers in MA-2 in order to integrate business planning with broader corporate planning. This process allows managers in other disciplines to discuss building occupancy issues and contribute their expertise to the corporate planning process.

We implement pricing policies that are based on the guidelines provided in the Working Capital Fund Guide to Services and Procedures 2000 (the Blue Book).

Environmental and competitor analysis

This analysis has been narrowly focused on current services and ways to improve these services. Discussion of items like virtual offices, flexi-place, and other technology impacts are performed

in the larger corporate environment, but not in this plan. The performance goals and objectives of this plan are consistent with the Federal Property Management Regulations (FPMRs), GSA guidance and DOE experience.

The objective of this business line is to provide a safe and healthy working environment through the operations and maintenance of the DOE HQ facilities. It is the business line's intent to optimize the satisfaction of the occupying organizations, at the lowest possible price and to meet customer needs and maximize customer service within the guidelines of the Working Capital Fund and the Federal Property Management Regulations (FPMR).

The objectives are based on customer needs and the mission of DOE. DOE's strategic planning must include Real Property considerations and the Life Cycle costs of its assets.

External regulation and partnerships

The oversight role is ongoing, with frequent contacts by GSA national and regional office personnel to ensure that the single occupant agency, DOE, staff have the skills, expertise, and support materials necessary to carry out the delegated responsibilities. The evaluation process, which is not a performance audit, assesses the Building Occupancy Business Line real property operations, safety and occupational health program, and lease management performance. This is more formal than the day-to-day oversight process, and is carried out on a bi-level basis: building by occupied building and HQ-wide. The HQ-wide evaluation focuses on general program management and control, while the site specific evaluation addresses actions taken to manage the real property assets in a manner which preserves its utility and value.

Resources and capabilities of the organization

Our management team is comprised of individuals whose backgrounds consist of over 235 years of corporate knowledge in occupancy allocation, building maintenance and operations, engineering and facilities management. In addition to the management team, the support services contractors form a major resource available to the Building Occupancy Business Line. Support services include: conference support, elevator and escalator repair, HVAC supply, miscellaneous building repairs, fire alarm maintenance, cleaning and sanitation services, and trash removal.

Needs and capabilities of customers

One customer need that must be resolved is providing suitable space for NNSA. If centralized in their own building, major portions of Forrestal and Germantown will be vacated. We would probably backfill the vacant space in the Federal buildings by releasing the satellite leased locations. If consolidated in the Forrestal Building, a new leased location would need to be obtained to provide the necessary swing space within the Forrestal Building to shift organizational elements to allow NNSA to have a more contiguous presence in the Forrestal Building. A new administration also impacts the FY 2002 and FY 2003 budget projections in that a new administration has the potential to realign program elements both organizationally and physically. Our experience is that the impact would be felt in the FY 2002. In the past, a

moratorium for moves of whole organizational units from Germantown to Forrestal adversely impacted the headquarters space consolidation planning. With the evolving needs of NNSA, this issue will undoubtedly be revisited.

Future competitive advantages

To enhance and maintain our future competitive advantage, we will continue to observe the operations and functioning of activities similar to the Building Occupancy Business Line in other Federal agencies. We will also continue to participate in the Federal Real Property Council and the Real Property Executives Interagency Council. To validate our process and success, we will continue to participate in Federal competitions. To date, we have received many awards, including:

National Award Winner in the 2001 US Department of Energy Pollution Prevention Awards Program in the category of Model Facility Demonstration/Complex-wide Achievement. This nomination was also forwarded to the White House as an official DOE entry in the Closing the Circle Environmental Awards Program.

“Honorable Mention” in the White House Closing the Circle Awards Model Facility Demonstration Non-Hazardous Waste category in 1999 from the Office of the Federal Environmental Executive for our HQ Federal Facilities.

National Performance Review Hammer Award in 1999 for our role in planning and implementing the DOE HQ Working Capital Fund.

MA Cross-cutting Team Award for the Barriers to Persons with Disabilities Audit of the DOE HQ Federal Buildings in 1999

National Performance Review Hammer Award in 1998 – through the use of the strategic planning process we reinvented our Space Management Program to consolidate our HQ inventory of space over a 5-year timeframe from 16 locations to 6 and saved over \$16 million in rent in the process.

First recipient of the prestigious GSA Office of Government-wide Policy Achievement Award for Real Property Innovation (October, 1997) – Innovative Practice – using real property asset management principles in our strategic planning at HQ.

Honorable Mention in 1996 Energy/Air Quality Awards Competition for Germantown Main Building from County Executive of Montgomery County, Maryland

Special Recognition in the DOE 1996 National Awards for Energy Efficiency and Renewable Energy to the Division of Engineering and Facilities for its outstanding contributions in promoting an environmentally sustainable energy future.

1995 Federal Energy and Water Management Award.

Efficient Building Award recognizing excellence and innovation in Energy Efficiency and Building Management for the building envelope of the Child Development Centers in 1993 from Energy User News.

Federal Design Achievement Award for Metered Analysis for Building Operation and Maintenance in the 1992 Presidential Design Awards Competition .

It is important for this business line to continue to pursue excellence in the achievement of our vision to be the premier provider of a customer-friendly, technology integrated business center for HQ facilities services and real property asset management that uses environmentally responsible products and management processes in strategic support of DOE's mission.

Balance Scorecard Elements

Customer Objective: Improve customer satisfaction.

The building occupancy business line seeks to provide for our customers, through the operations and maintenance of the DOE HQ facilities, a safe and healthful environment, which optimizes the satisfaction of the occupying organizations. We meet customer needs and maximize customer service within the guidelines of the Working Capital Fund and the Federal Property Management Regulations. The objectives are based on customer needs and the mission of DOE.

This business line provides for the safety of occupants and protection of personal property in the buildings and grounds. In order to continue the safety and health program to ensure the protection of life and property from fire, environmental and safety hazards, an annual safety and health survey is conducted of all areas, including a walk through of all high hazard areas. A questionnaire may be used in lieu of a walk-through for low-hazard office spaces. All safety and health complaints that are headquarters related are investigated within 24 hours of receipt of the complaint. Imminent danger situations are investigated immediately.

The business meets with customers at weekly space meetings. We also employ customer feedback forms, APPLIX service ticket responses, customer suggestions, general email and responses to DOECAS messages to evaluate our customer needs. We intend to renew customer surveys, which began in FY 1996 but were discontinued in FY 1999 and FY 2000. Four areas within the Building Occupancy Business Line were measured for satisfaction levels on a scale of 1 to 5 with 5 being the highest level of satisfaction. Each of the four areas surveyed showed improvement over the three years of the survey. Our customers rated the importance of our services very high.

Performance Goal	Performance Standard
Improve occupant satisfaction	Average satisfaction level of 3.6*
Perform workstation evaluations	Evaluate workstations for 100 personnel at HQ*
Reduce barriers to persons with disabilities	Complete 50% of barriers identified in barriers report*
Improve participation in FEOSH survey	Achieve 1000 respondents to FEOSH questionnaire*
Reduce number of accidents & injuries	Establish baseline for lost workday injury rate (LWDI)

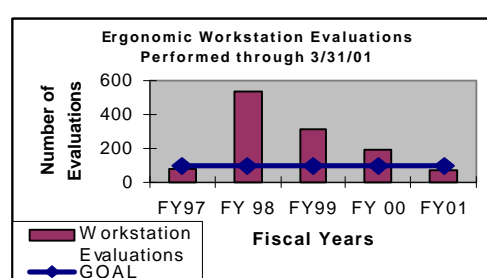
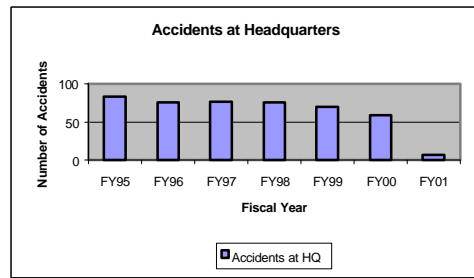
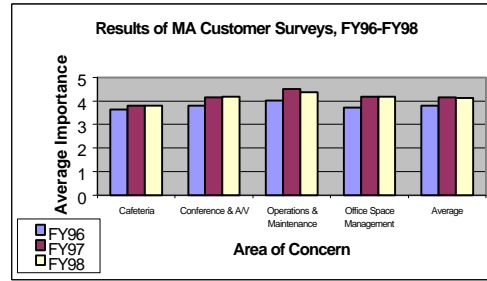
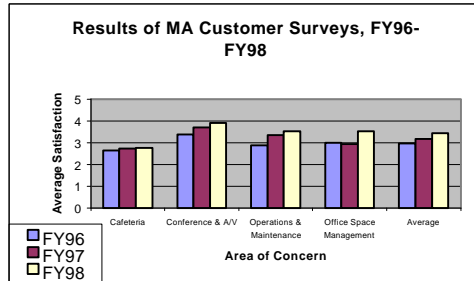
*Performance Gradient:

Outstanding = >125% of Standard

Highly Successful = 110% of Standard Acceptable = meets Standard

Needs Improvement = less than Standard

Baselines:



Data Source: MA Customer Survey, Accident Logs, Workstation Evaluation records

Frequency: MA Customer surveys are evaluated annually.

Strategies for Improving Customer Satisfaction	Fiscal Year				
	2001	2002	2003	2004	2005
Conduct Space Coordination Meetings	X	X	X	X	X
Perform Customer Satisfaction Survey	X	X	X	X	X
Review customer requests & feedback, through APPLIX, feedback cards, e-mail, DOECASST responses, etc.	X	X	X	X	X
Improve aesthetics & functionality of public areas	X	X	X	X	X
Renovate GTN Cafeteria		X			
Upgrade FOHO	X				
Upgrade GOHO	X				
Prepare Occupant Emergency Plans for each building	X	X	X	X	X
Upgrade additional restrooms to meet ADA requirements		X	X	X	X
Perform FEOSH survey for each building	X	X	X	X	X
Calculate LWDI and compare to DOE & OSHA data	X	X	X	X	X
Resolve hazards identified in Safety and Health surveys	X	X	X	X	X
Partner with Office of Environmental Safety and Health	X	X	X	X	X
Conduct fire drills for each building	X	X	X	X	X
Conduct Safety and Health Training Programs	X	X	X	X	X

Create and maintain inventory of hazardous materials used in each delegated building		X	X	X	X
Create biennial Hazardous Waste Shipment Report		X		X	
Perform Workstation Evaluations	X	X	X	X	X

Financial Objective: Reduce cost per person

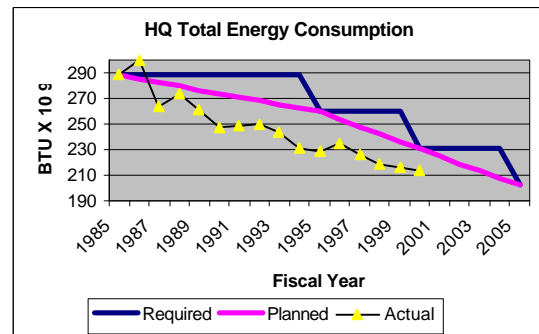
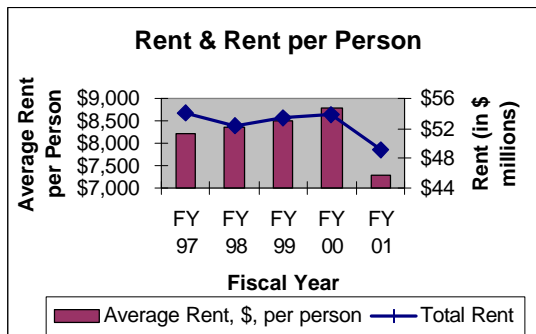
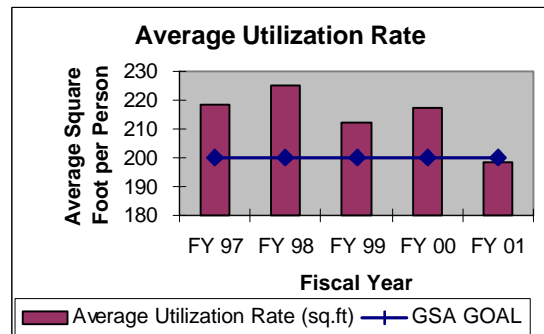
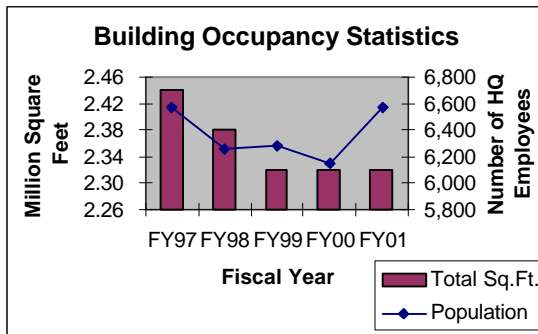
The Objective to reduce cost per person is focused on our customer requirements to minimize their federal personnel costs. Cost per person combines space utilization and rent rates per square foot of space. Building occupancy business managers can affect expenses through their actions and decisions in controlling rental rates. Space utilization is the responsibility of program managers in their goal of accomplishing their program missions. Business line managers encourage program managers to meet or exceed the GSA space utilization guidelines.

This business line has the responsibility to seek overall reductions in cost. As such, we partner with GSA to provide managers with options that minimize the costs to the organizations while still meeting mission requirements. We also partner with GSA to reduce the rent for buildings and rent for space within buildings. To this end, we partnered with GSA in FY 1998 to reappraise the Forrestal Building in FY 1999. The Office of Management and Budget approved the reappraisal for use in FY 2001. As a result we saved \$6 million in Forrestal rent in FY 2001. Half of the savings was returned to our customers and the other half was used to establish funding for infrastructure improvements within the business line.

With the assistance of GSA, this business line is charged with preserving the government's real property assets. As a result, for the Forrestal and Germantown complexes at DOE Headquarters we are involved in the following activities: perform facilities inspections; provide an energy management program; training of our staff; inventory management; real estate acquisition; lease administration; disposal of property; maintenance management; utilities acquisition; utility rate intervention; site planning; and land use planning. We also perform Eco-system planning, which involves; recycling, waste minimization, pollution prevention, water conservation, and landscaping opportunities.

Performance Goal	Performance Standard
Monitor Total Square Footage	Provide sufficient space to meet organizations' mission in accordance with IG Audit #DOEIG-0402 dated April 1997
Monitor Employees Housed	House all personnel required to meet organizations' mission
Monitor Cost/Square Foot (owned)	Reduce cost per square foot of owned space
Monitor Cost/Square Foot (leased)	Reduce cost per square foot of leased space
Monitor Cost/Person	Reduce cost per person
Monitor Vacancy Rate	Reduce vacancy rate
Fulfill the requirements of E.O. 13123	Increase energy efficiency by 22% over the 1985 baseline.
Obtain occupancy agreements for HQ buildings	Increase number of occupancy agreements by 14% per year.

Baseline:



Note: Unless otherwise noted, FY 01 data is projected

Data Source: Building Occupancy Business Line Occupancy Agreement October Summary, Energy Consumption data

Frequency: Annually

Strategies for Improving Financial Efficiency/Accountability	Fiscal Year				
	2001	2002	2003	2004	2005
Obtain occupancy agreements for each new building (external)	X	X	X	X	X
Complete building occupancy agreements for all HQ organizations (internal)	X	X	X	X	X
Update Space Management Plan identifying cost effective management options	X	X	X	X	X
Identify organizations with high utilization rates	X	X	X	X	X

Assist organizations with consolidations to reduce utilization rates	X	X	X	X	X
Accommodate specific customer space requests	X	X	X	X	X
Partner with GSA	X	X	X	X	X
Implement Energy Conservation Projects	X	X	X	X	X
Install energy efficient fragment retention film at FORS	X				
Replace diesel generator sets in GTN with one 1,750kw generator		X			
With GSA, create an Asset Business Plan (long range asset strategy to minimize cost/improve satisfaction)		X	X	X	X
Budget for operating expenses separate from rent credit				X	X
Provide to GSA estimate of annual standard level operating costs				X	X
Complete Total Cost Accounting Statements for GSA	X	X	X	X	X

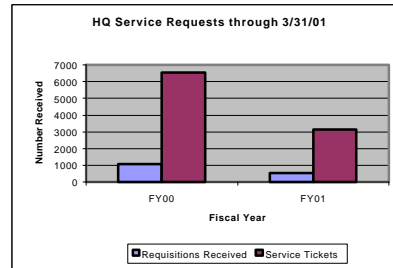
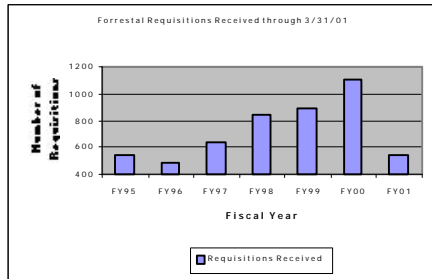
Internal Processes Objective: Operate and maintain equipment and systems in a manner that will provide for orderly operations of the Department, be environmentally responsible, and ensure preservation of the Government's real property assets.

Many of the activities of this business are performed behind the scenes and, for that reason, not obvious to our customers. These activities are governed by agreements with the General Services Administration and subject to their regulation. Many projects and functions are planned, funded, and completed in partnership with GSA. An understanding of the business would be incomplete without an understanding of the many complex processes, which define the business. The strategies related to internal processes must be more numerous to cover the multitude of services and functions.

Major functions include: **Operations, maintenance, and repair**, which cover four main areas; building operation, service calls, system repairs and preventive maintenance. Appropriate operations and maintenance ensures uninterrupted operations and protection of the Government's assets. **Energy conservation and resource management** includes installation of efficient equipment, resource conservation, and adherence to Executive Orders, the National Energy Act, and other regulations and guidelines. **Cleaning services and grounds maintenance** ensures that the building is cleaned and the grounds are maintained so as to provide a healthful, safe, and attractive environment. **Fire protection, safety and health** provides for the protection of life and health in the buildings and on the grounds. **Space assignment, utilization, alterations, and lease management** ensures effective management of space assets and creates new space alignments to support program mission needs. **Engineering and contract management** includes value engineering services as well as contract administration, oversight and inspection.

Performance Goal	Performance Standard
Timely response to maintenance service calls.	Respond to routine calls within 24 hours. Respond to emergency calls within 3 hours.
Installation and removal of telephones and electrical outlets.	Within 30 days of request.
Alterations < \$2,000	Design < 7 days Procurement < 3 days Construction < 7 days
Alterations < \$25,000	Design < 30 days Procurement < 6 weeks Construction < 30 days
Alterations > \$25,000	Design < 90 days Procurement < 120 days Construction < 180 days (with exceptions)

Baseline:



Data Source: Requisition logs, Service ticket & Repair logs

Frequency: Annual

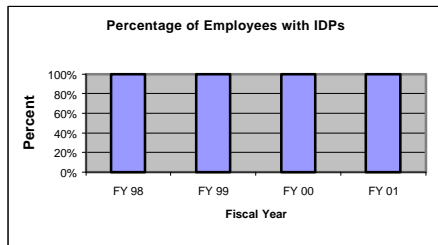
Strategies for Improving Internal Processes	Fiscal Year				
	2001	2002	2003	2004	2005
Complete various upgrade and renovation projects	X	X	X	X	X
Execute preventive maintenance program in accordance with GSA guidelines	X	X	X	X	X
Clean the building and maintain the grounds so as to provide a healthful, safe, and attractive environment.	X	X	X	X	X
Accomplish alterations in accordance with accepted construction practices and in keeping with engineering and architectural features of the building.	X	X	X	X	X
Install sprinklers in FORS basement & ground floor		X	X		
Replace FORS convactor unit piping		X	X		
Upgrade FORS public conference rooms	X	X	X	X	X
Upgrade GTN public conference rooms	X	X	X	X	X
Replace GTN dry type transformers		X			
Replace GTN CDC roof		X			
Establish baseline for service response rates	X				

Learning and Growth Objective: Improve knowledge, skills and abilities of staff and improve business systems in support of business line mission.

The building occupancy business uses team building to coordinate our combined efforts. Building a management team eliminates barriers to performance such as opposition from employees and customers. Communication is the primary tool for team building. We aggressively pursue problems solving relying on root cause analysis to develop appropriate organizational solutions. We document our progress in solving problems in order to create a knowledge base that enables us to avoid future problems and repeating the same mistakes. Finally we monitor changes to anticipate problems and recognize problems before they become out of control.

Performance Goal	Performance Standard
Employee IDPs	All employees have IDPs
Improve Employee Satisfaction	Survey results for MA-211 greater than MA average

Baseline:



Data Source: Employee IDPs; MA Culture Survey (FY 2001)

Frequency: Annual

Strategies for Improving Employee Learning and Growth	Fiscal Year				
	2001	2002	2003	2004	2005
Ensure staff have skills, expertise and materials to carry out delegated responsibilities	X	X	X	X	X
Ensure all employees have IDPs in place	X	X	X	X	X
Encourage participation in MA Culture Survey	X	X	X	X	X